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ABSTRACT

This book provides insights into the dynamics of organizational transformation and presents a diagnostic framework for leading organizations through periods of radical change. Part 1 provides a framework for looking at the different types of change and the action strategies for dealing with them. Chapters include: (1) "Change Leadership: Core Competency for the Twenty-First Century" (David A. Nadler, Robert B. Shaw); (2) "Types of Organizational Change: From Incremental Improvement to Discontinuous Transformation" (David A. Nadler, Michael L. Tushman); and (3) "The Challenge of Discontinuous Change" (David A. Nadler, Michael L. Tushman). Four chapters in part 2 examine key areas in leading discontinuous change: (4) "The Fundamentals of Change Management" (Kathleen F. Morris, Charles S. Raben); (5) "The Essence of Discontinuous Change: Leadership, Identity, and Architecture" (Robert B. Shaw); (6) "Staging Discontinuous Change" (A. Elise Walton); and (7) "Sustaining Change: Creating the Resilient Organization" (Mitchell Lee Marks, Robert B. Shaw). The third part looks at the specific elements of an organization and how those elements are affected under conditions of discontinuous change. Its five chapters include: (8) "Generative Strategy: Crafting Competitive Advantage" (A. Elise Walton); (9) "Organizational Architecture: Designing for High Performance" (David A. Nadler); (10) "Transformative Culture: Shaping the Informal Organization" (A. Elise Walton); (11) "Business Processes: Embracing the Logic and Limits of Reengineering" (Robert B. Shaw, Mark C. Maletz); and (12) "Executive Development: Finding and Growing Champions of Change" (Richard F. Ketterer, Michael M. Chayes). Leadership and its role in creating and sustaining a change-capable organization are discussed in part 4. Chapters include: (13) "Beyond the Heroic Leader" (David A. Nadler); (14) "The Emerging Role of the CEO" (Jeffrey D. Heilpern); (15) "A 'Virtual' Interview with Five Change Leaders" (A. Elise Walton, Robert B. Shaw); and (16) "Conclusion: The Lessons of Discontinuous Change" (Robert B. Shaw, A. Elise Walton). Fifteen figures are included. (Contains 72 references and an index). (LMI)